

SHAWN LECORD BERMAN

University of New Mexico
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Professional Experience:

Associate Professor of Business and Society, University of New Mexico, 2007-present.
Assistant Professor of Management, Santa Clara University, 2001-2007.
Assistant Professor of Management Policy, Boston University, 1998-2001.

Education:

University of Washington, Seattle, Washington, Strategic Management, Ph.D., 1998
Occidental College, Los Angeles, California, Mathematics, A.B., 1989

Honors and Awards:

Anderson School of Management Foundation Fellowship, 2008-2011
Best Reviewer, Society for Business Ethics Conference, 2006
Olsson Fellow, Darden School, University of Virginia, 2005
Finalist, Best Paper, Social Issues in Management Division, Academy of Management, 2005
Ignatian Faculty Fellow, Santa Clara University, 2004-2005
Ascendant Scholar, Western Academy of Management, 2004
Dean Witter Foundation Fellow, Santa Clara University, 2003-2005
Leavey grant recipient, Santa Clara University, 2003-2006
Elected fellow, Markkula Center for Applied Ethics, 2003
Finalist, Best Paper, *The Academy of Management Journal*, 2003
Best Paper, Society for Business Ethics Conference, 2000
Finalist, Best Dissertation Award, Social Issues in Management Division, Academy of Management, 2000
Beckwith Award for Teaching Excellence and Service to the Undergraduate Program, Boston University, 2000
Best Paper, Western Academy of Management Conference, 1997
Sloan Foundation Grant "Rethinking the Modern Corporation", 1997-1998
Evert McCabe Fellowship, 1996-1997
Stroum Fellowship, 1996, 1998
Doctoral Program Excellence in Teaching Award, University of Washington, 1996
President, Doctoral Business Student Association, University of Washington, 1995-96

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Honors (continued):

Dorothy Kellogg Academy for New Professionals, National Association of Student Personnel Administrators, 1992.

Member, *Pi Mu Epsilon*, National Mathematics Honor Society

Member, *Beta Gamma Sigma*, National Business Honor Society

Publications:

Peters, R., Koufteros, X., and **Berman, S.L.** 2009. CSR and the CEO: Determinants of a positive strategic intention towards Corporate Social Responsibility. Forthcoming in *International Journal of Enterprise and Management*.

Phillips, R.A., **Berman, S.L.**, Johnson-Cramer, M.E., and Elms, H. 2007. Stakeholder Theory And Managerial Discretion. *The Academy of Management Best Paper Proceedings, 2007*: 1-6.

J.E. Mattingly and **Berman, S.L.** 2006. Measurement of Corporate Social Action: Discovering Taxonomy in the Kinder, Lydenburg, Domini Ratings Data. *Business & Society*. 45: 20-46.

Berman, S.L., Phillips, R.A., and Wicks, A.C. 2005. Resource Dependence, Managerial Discretion, and Stakeholder Performance. *The Academy of Management Best Paper Proceedings, SIM*: B1-B6.

Wicks, A.C. and **Berman, S.L.** 2004. The Effects of Context on Trust in Firm-Stakeholder Relationships: The Institutional Environment, Trust Creation, and Firm Performance. *Business Ethics Quarterly*, 14: 141-160.

Elms, H., **Berman, S.L.**, and Wicks, A.C. 2002. Ethics and Incentives: An Inductive Development of Stakeholder Theory in the Health Care Industry. *Business Ethics Quarterly*, 12: 413-432.

Berman, S.L., Down, J., and Hill, C.W.H., 2002. Tacit Knowledge As A Source Of Competitive Advantage In The National Basketball Association. *The Academy of Management Journal*, 45: 13-31.

Berman, S.L. 2002. Public Affairs, Issues Management, and Political Strategy: Opportunities, Opportunities, and More Opportunities. *Journal of Public Affairs*, 1: 416-422.

Rowley, T. and **Berman, S.L.** 2000. A Brand New Brand of Corporate Social Performance. *Business & Society*, 39: 397-418.

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Publications continued):

Frankforter, S.A., **Berman, S.L.**, and Jones, T.M. 2000. Boards of Directors and Shark Repellents: An Agency Theory Perspective. *Journal of Management Studies*, 37: 321-348.

Berman, S.L., Wicks, A.C., Kotha, S.K., and Jones, T.M. 1999. Does Stakeholder Orientation Matter? An Empirical Examination of the Relationship Between Stakeholder Management Models and Firm Financial Performance. *The Academy of Management Journal*, 42: 488-506.

Wicks, A.C., **Berman, S.L.**, and Jones, T.M. 1999. Toward a Conception of Optimal Trust: Moral and Strategic Implications. *The Academy of Management Review*, 24: 99-116.

Book Chapters:

Johnson-Cramer, M., **Berman, S.L.**, and Post, J.E. 2003. Unpacking The Concept Of "Stakeholder Management." In Andriof, J., et al (eds.) *Unfolding Stakeholder Thinking*: 145-161. Sheffield, England: Greenleaf Publishing Limited.

Post, J.E and **Berman, S.L.** 2001. Global Corporate Citizenship in a Dot Com World: The Role of Organizational Identity. In Andriof, J., and McIntosh, M. (eds.) *Perspectives on Corporate Citizenship*: 66-82. Sheffield, England: Greenleaf Publishing Limited.

Berman, S.L. 2000. Managerial Opportunism and Firm Performance: An Empirical Test of Instrumental Stakeholder Theory. In Logsdon, J.M., Wood, D.W., and Benson, L.E. (eds.) *Research in Stakeholder Theory, 1997-1998: The Sloan Foundation Minigrant Project*: 85-100. Toronto: The University of Toronto.

Introductions to Special Issues:

Phillips, R.A.. and **Berman, S.L.** 2007. Introduction to the Special Section on Accountability. *Business Ethics Quarterly*, 17: 449-452.

Berman, S.L., and Phillips, R.A. 2008. Introduction: Special Issue on "The Accountable Corporation." *Business & Professional Ethics*, Forthcoming.

Calkins, M. and **Berman, S.L.** 2004. Introduction: Special Issue: "Business Ethics In A Global Economy." *Business Ethics Quarterly*, 14: 597-602.

Berman, S.L., and Calkins, M. 2003. Introduction: Special Issue on Business Ethics in a Global Economy. *Business & Professional Ethics*, 22(2): 3-8.

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Manuscripts under review:

- “Resource Dependence, Managerial Discretion, and Stakeholder Performance,” with Andrew C. Wicks and Robert Phillips. Presented at the 2000 Academy of Management national conference and the 2004 Society for Business Ethics conference. Invited to be revised and resubmitted at *Business Ethics Quarterly*.
- “A Dynamic Model of Stakeholder Management,” with Michael E. Johnson-Cramer. Presented at the 2005 International Association for Business and Society conference and the 2006 Academy of Management national conference. Invited to be revised and resubmitted at *The Academy of Management Review*.
- “Stakeholder Theory And Managerial Discretion,” with Robert A. Phillips, Michael E. Johnson-Cramer, and Heather Elms. Presented at the 2007 Academy of Management national conference. Under submission at *The Academy of Management Review*.

Working Papers:

- “The Fundamental Functions of Government: A Simulation Approach to Promoting Economic Prosperity Through Cooperation,” with Thomas M. Jones, William A. Felps, and J. Michael Davis. Presented at the 2002 Academy of Management national conference. Under revision before submission at *The Academy of Management Journal*.
- “Common Agency: Applications in Stakeholder Theory,” with Heather Elms. Presented at the 2001 International Association for Business and Society conference, the 2003 Western Academy of Management conference, and the 2006 Academy of Management national conference. Under revision before submission to *The Academy of Management Review*.
- “Stakeholder Theory: Seeing the Field through the Forest,” with Michael Johnson-Cramer and Thomas Jones. Presented at the 2008 Academy of Management national conference. Under revision before submission to a special issue of *Business & Society*.

Presentations:

- “Bounding the World’s Misery: Corporate Responsibility and Freeman’s Stakeholder Theory”, 2009, Academy of Management national conference, Chicago. With Heather Elms and Michael Johnson-Cramer.
- “The Craft, Science , and Ethics of Reviewing for the SIM Program,” 2009, Academy of Management national conference, Chicago. With Barry Mitnick.
- “The Dynamic Tension in Trust Creation: The Case of eBay and Online Auctions,” 2008, Academy of Management national conference, Anaheim, California. With Suresh B. Kotha and Andrew C. Wicks.

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Presentations (continued):

- “The Questions We Ask in SIM: Stakeholder Theory, Seeing the Field through the Forest,” 2008, Academy of Management national conference, Anaheim, California. With Michael E. Johnson-Cramer and Thomas Jones.
- “Stakeholder Theory and Managerial Discretion,” 2007, Academy of Management national conference, Philadelphia, Pennsylvania. With Robert A. Phillips, Michael E. Johnson-Cramer, and Heather Elms.
- “A Dynamic Model of Stakeholder Management,” 2006, Academy of Management national conference, Atlanta, Georgia. With Michael E. Johnson-Cramer.
- “Stakeholders and Common Agents: Implications of an Integration of Two Strategic Theories,” 2006, Academy of Management national conference, Atlanta, Georgia. With Heather Elms.
- “Ten Years after Wood & Jones (1995): Where are We?” 2006. International Association for Business and Society conference, Merida, Mexico. With Michael E. Johnson-Cramer.
- “Resource Dependence, Managerial Discretion, and Stakeholder Performance,” 2005, Academy of Management national conference, Honolulu, Hawaii. With Rob Phillips, and Andrew C. Wicks.
- “Stakeholder Profile Management Models,” 2005, International Association for Business and Society, Sonoma, California. With Michael E. Johnson-Cramer.
- “Corporate Social Performance Measurement: Discovering A Taxonomy in the KLD Ratings Data,” 2004, Academy of Management national conference, New Orleans, Louisiana. With Jim Mattingly.
- “Resource Dependence, Managerial Discretion, and Stakeholder Performance,” 2004, Society for Business Ethics conference, New Orleans, Louisiana. With Rob Phillips, and Andrew C. Wicks.
- “A California Boy Comes Home,” 2004, Western Academy of Management Ascendant Scholar presentation, Anchorage, Alaska.
- “New Directions for Stakeholder Theory and Stakeholder Research,” 2004, part of the symposium “Twenty Years of Stakeholder Research: Where have we been? Where are we going?”, International Association for Business and Society conference, Jackson Hole, Wyoming.
- “A Resource Dependence Perspective on Stakeholder Performance,” 2003, International Association for Business and Society, Rotterdam, The Netherlands. With Robert Phillips and Andrew C. Wicks.

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Presentations (continued):

- "Common Agency: Applications in Governance," 2003, Western Academy of Management, Palm Springs, California. With Heather Elms.
- "The Fundamental Economic Work of Government," 2002 Academy of Management national conference, Denver, Colorado. With Thomas M. Jones and J. Michael Davis.
- "Distinctions that make a difference? Questioning central premises of business ethics," 2001, Society for Business Ethics conference, Washington, DC, a symposium organized with Joshua Margolis and Robert Phillips.
- "Common Agency: Applications in Governance," 2001, International Association for Business and Society conference, Sedona Arizona. With Heather Elms.
- "A Resource Dependence Perspective on Stakeholder Performance," 2000, Academy of Management national conference, Toronto, Canada. With Andrew C. Wicks.
- "Facilitating Optimal Trust: The Operating Environment and the Trust Creation," 2000, Society for Business Ethics conference, Toronto, Canada. With Andrew C. Wicks.
- "Common Agency: An Empirical Examination of Firm-Stakeholder Relations," 2000, International Association for Business and Society conference, Burlington, Vermont. With Tim Rowley.
- "Managerial Opportunism and Firm Performance: An Empirical Test of Instrumental Stakeholder Theory," 1999, Academy of Management national conference, Chicago, Illinois.
- "Visionary Companies and their Stakeholders: Do Shareholders Share the Vision?" 1999, International Association for Business and Society conference, Paris, France. With Heather Elms.
- "Computer Simulations as a Tool for Stakeholder Research," 1999, International Association for Business and Society conference, Paris, France. With Thomas M. Jones.
- "Tacit Knowledge and the NBA: An Empirical Test of the Resource Based View of the Firm," 1998, part of the symposium, "Nothin' but Net: Using Sports Related Data to Test Organizational Theories", Academy of Management national conference, San Diego, California. With Jonathan Down and Charles W.L. Hill.
- "Data Envelopment Analysis as a Tool for Conducting Empirical Research in Stakeholder Theory," 1998, International Association for Business and Society conference, Kailua-Kona, Hawaii.

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Presentations (continued):

- “Common Agency: New Models for Stakeholder Theory?” 1998, International Association for Business and Society conference, Kailua-Kona, Hawaii. With Heather Elms.
- “A Plan to Lend Theoretical Coherence and Conceptual Rigor to Research Relating Corporate Social Performance to Financial Performance,” 1998, International Association for Business and Society conference, Kailua-Kona, Hawaii. With Thomas M. Jones and Andrew Wicks.
- “Ethics and Incentives: An Inductive Development of Stakeholder Theory in the Health Care Industry,” 1998, Western Academy of Management conference, Portland, Oregon. With Heather Elms and Andrew Wicks.
- “Toward a Conception of Optimal Trust: Moral and Strategic Implications,” 1997, Society for Business Ethics conference, Boston, Massachusetts. With Andrew Wicks and Thomas M. Jones.
- "Tacit Knowledge and the NBA: An Empirical Test of the Resource Based View of the Firm," 1997, Western Academy of Management conference, Squaw Valley, California. With Jonathan Down.
- “Stakeholder-Agency Theory: A Critical Example and Extension,” 1997, International Association for Business and Society conference, Destin, Florida. With Heather Elms.
- “Does the Market Punish Enough? An Examination of the Evidence From the Market Reactions to Corporate Wrongdoing,” 1997, International Association for Business and Society conference, Destin, Florida.
- "Examining Resource Dependence and Institutional Explanations of Strategic Alliances," 1996, Stanford Center for Organizational Research Asilomar conference, Asilomar, California.
- "Exploring the Institutional Foundations of Corporate Social Responsibility," 1996, International Association for Business and Society conference, Santa Fe, New Mexico. With Sharon Matusik.
- “Various Proofs of the Infinitude of Prime Numbers,” 1989, Department of Mathematics Seminar, Occidental College, Los Angeles, California.

Invited Presentations:

- “Stakeholder Theory and Managerial Discretion,” 2008, presentation at the 2nd Biennial Issues in Stakeholder Management Mini-Conference. Held at the University of Richmond, Richmond, VA. With Robert A. Phillips, Michael E. Johnson-Cramer, and Heather Elms.

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Invited Presentations (continued):

- “A Dynamic Model of Stakeholder Management,” 2008, presentation at the 2nd Biennial Issues in Stakeholder Management Mini-Conference. Held at the University of Richmond, Richmond, VA. With Michael E. Johnson-Cramer.
- Introductory remarks for Rakesh Khurana, 2008 guest speaker for the SIM/SBE joint keynote, Academy of Management national conference, Anaheim, CA.
- “Stakeholders and Common Agents: Implications of an Integration of Two Strategic Theories,” 2006, Inaugural Biennial Issues in Stakeholder Management Mini-Conference. Held at the University of Washington, Seattle, WA. With Heather Elms.
- “Stakeholder Theory and Managerial Discretion,” 2007, presentation at the Institute for Corporate Responsibility at George Washington University conference on “Global Stakeholder Strategies.” Washington, D.C. With Robert A. Phillips, Michael E. Johnson-Cramer, and Heather Elms.
- “A Dynamic Model of Stakeholder Management,” 2006, Inaugural presentation at the Institute for Corporate Responsibility at George Washington University, Washington, D.C.. With Michael E. Johnson-Cramer.
- “Resource Dependence, Managerial Discretion, and Stakeholder Performance,” 2003, Emerging Research Seminar, the Darden Graduate School of Business Administration. Charlottesville, Virginia. With Andrew Wicks and Robert Phillips.
- “Comments on Windsor’s ‘Public Affairs, Issues Management, and Political Strategy: Opportunities, Obstacles, and Caveats’,” 2001, presented at the second “Conversation on Business, Issues, and Society in the 21st Century.” Held at the University of Maine, Northport, Maine.
- “Tacit Knowledge and the NBA: An Empirical Test of the Resource Based View of the Firm,” 2001, presented at the University of Florida Management Seminar Series. Gainesville, Florida.
- “CSP: Can’t Get There From Here,” 2000, presented at the inaugural “Conversation on Business, Issues, and Society in the 21st Century.” Held at the University of Northern Iowa, Cedar Falls, Iowa. This paper was one of only four presentations at the conference. With Tim Rowley.
- “Facilitating Optimal Trust: The Operating Environment and the Trust Creation,” 2000, presented at the University of Washington, Management and Organization Departmental Seminar. Seattle, Washington. With Andrew C. Wicks.
- “CEO Compensation and Stakeholder Performance: Empirically Testing Instrumental Stakeholder Theory,” 1999, presented at the “Young Scholars Workshop”, the Darden Graduate School of Business Administration, sponsored by the Olsson Center for Applied Ethics. Charlottesville, Virginia.

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Invited Presentations (continued):

Invited moderator for the session “Finding the balance: Sustainable development in an uncertain world,” 1999, Boston College Center for Corporate Community Relations Annual Leaders Conference. Funding for attendance provided by the Aspen Institute’s Initiative for Social Innovation through Business.

“Ethics and Incentives: Stakeholder Theory and Health Care,” 1998, presented at the conference, “A New National Agenda: Organizational Ethics in Health Care”, sponsored by the Olsson Center for Applied Ethics at the Darden Graduate School of Business Administration and the Center for Biomedical Ethics at the Medical School of the University of Virginia. Held at the University of Virginia Medical School, Charlottesville, Virginia. With Heather Elms.

“Managerial Opportunism and Firm Performance: An Empirical Test of Instrumental Stakeholder Theory,” 1998, The Fourth Toronto Conference on the Stakeholder Theory of the Corporation, Clarkson Centre for Business Ethics, University of Toronto, Toronto, Canada.

Teaching Experience:

Associate Professor, Department of Organizational Studies, University of New Mexico. Currently teach Ethical, Social, and Political Environment of Business at the undergraduate level. Also taught the Capstone Strategy course at the undergraduate level.

Assistant Professor, Department of Management, Santa Clara University. Taught the Capstone Strategy course at the undergraduate level and at the graduate level. Also taught the Leavey Scholars (SCU business school honors program) of Capstone and the Capstone course for International Business minors. Also taught Political, Social and Legal Environment of the Firm at the MBA level and Information Technology Ethics in the MSIS program.

Assistant Professor, Department of Management Policy, School of Management, Boston University, 1998-2001 Taught the capstone course in Strategic Management. Co-taught the module on corporate political strategy in the Executive MBA program.

Predocctoral Teaching Associate, Department of Management and Organization, School of Business Administration, University of Washington, 1994-1998. Taught Business Policy; Business, Government, and Society; Introduction to Organizational Theory.

Predocctoral Teaching Associate, Department of Finance and Business Economics, School of Business Administration, University of Washington, 1993-94. Taught Introduction to Finance.

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Related Experience:

Predocctoral Research Associate, School of Business Administration, University of Washington, 1993-1995.

Resident Director, San Diego State University, San Diego, California, 1990-1993. Overall responsibility for a residence hall of 220 graduate and international students.

Coordinator, Alcohol and Substance Abuse Education, Occidental College, Los Angeles, California, 1989-90. Designed and implemented a comprehensive alcohol and other drug education program.

Reviewing activities:

Editorial Review Boards:

Business & Society, 2008-
The Strategic Management Journal, 2007-
International Journal of Organizational Analysis, 2007-2009
Journal of Management, 2005-2008

Ad hoc reviewer:

The Academy of Management Journal, 2000-2006, 2009
The Academy of Management Review, 2003-2007
The Strategic Management Journal, 2006
Business & Society, 1996-2008
Journal of Management Inquiry, 2003
Journal of Management Studies, 2004
Organizational Science, 2003-2004
Business Ethics Quarterly, 2004-2007
Journal of Business Ethics, 2004
Business and Professional Ethics, 2003, 2005, 2009
Academy of Management Conference, 1997-2006, 2009
International Association for Business and Society Conference, 1996-2009
Society for Business Ethics Conference, 2001, 2004-06, 2008

Professional Activities:

Chair, Professional Development Workshops, Social Issues in Management Division, Academy of Management for Chicago national conference, 2009
Member, proceeding co-editor search committee, International Association for Business and Society, 2007
Member, nominating committee, Social Issues in Management Division, Academy of Management, 2007

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Professional Activities (continued):

- Chair, best paper committee, Social Issues in Management Division, Academy of Management, 2007
- Chair, best paper committee, International Association for Business and Society, 2007
- Symposium Organizer, “Bringing discussions of corporate responsibility into non-CSR management classes”, 2007, International Association for Business and Society, Florence, Italy.
- Member, editor search committee for *Business & Society*, International Association for Business and Society, 2005-2006
- Member, best paper committee, International Association for Business and Society, 2004-06
- At Large Representative, International Association for Business and Society executive committee, 2006-2008
- Member, best paper committee, Social Issues in Management Division, Academy of Management, 2006
- Member, nominating committee, International Association for Business and Society, 2001
- Member, best dissertation committee, Social Issues in Management Division, Academy of Management, 1999
- Symposium Co-organizer, “Twenty Years of Stakeholder Research: Where have we been? Where are we going?” 2004, International Association for Business and Society conference, Jackson Hole, Wyoming. Organized with Robert Phillips and Michael Johnson-Cramer.
- Session Chair, “Stakeholder Management: Pied Piper or Pipe Dream? Examining the Impact of an Idea: Pied Piper or Pipe Dream?” 2003. Academy of Management Conference, Seattle, Washington.
- Session Chair, “Moral Imagination: New Directions For Study,” 2002 Society for Business Ethics Conference, Denver, Colorado.
- Symposium organizer, “Nothin’ but Net: Using Sports Related Data to Test Organizational Theories”. Presented at the 1998 Academy of Management conference, San Diego, California.
- Discussant, Academy of Management Conference, 2001-2003
- Business Policy and Strategy Doctoral Consortium, Academy of Management, 1997
- Social Issues Management Doctoral Consortium, Academy of Management, 1995-1996
- Member, Academy of Management
- Member, Society for Business Ethics
- Member, International Association for Business and Society
- Academic member, Markkula Center for Applied Ethics, Business and Professional Ethics Partnership, 2001-2007

Dissertation Committees:

- Member, Michelle Westermann-Behaylo, American University.
- Member, Richard Peters, Florida Atlantic University, completed 2007.
- Member, Michael Johnson-Cramer, Boston University, completed 2002.

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Media:

Radio comments for KLIV on the ethical climate at Hewlett-Packard, quoted on September 8 and 12, 2006
San Francisco Chronicle, quoted in “Hewlett-Packard Says It Spied on Reporters,” page A1, September 9, 2006
Wall Street Journal, quoted in “Teamwork Raises Everyone’s Game,” page B8, November 7, 2005
Silicon Valley Biz Ink, quoted in side bar “Social issue may take a back seat to compliance” accompanying article “Closing in on compliance: Companies rush to get financial records in shape to meet Sarbanes-Oxley requirements,” page 17, January 23-29, 2004
Washington Post, research summarized in “Unconventional Wisdom,” page B05, February 17, 2002
BusinessWeek Online, research summarized in “Economic Trends,” http://www.businessweek.com/magazine/content/02_10/c3773041.htm, March 11, 2002
University of Washington Business School Magazine, pages 32-33, Spring, 2002

Other Interests:

Running, baseball, live music, chess. Treasurer for the Yak Foundation.